



Best of *Law Firm Leaders in Marketing*

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The 'Best of' Law Firm Leaders in Marketing

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Over the years, I have had the distinct privilege of working with and knowing many managing partners and chairs of law firms. Some like the former Chair of Kaye, Scholer, Michael Cames, with whom I worked in the early nineties, stand out as my own personal public relations "company" for understanding and supporting me as I faced a number of challenges as Director of Business Development. Indeed, in my last in-house position as National Marketing Director at Loeb & Loeb, I truly believe that my success was due not only to my unwavering belief that marketing *is* important to a firm's continued growth and profitability, but also by the fact that I was supported in all my endeavors by the firm Co-Chair, John Frankenheimer, who resided on the West Coast while I worked out of the firm's New York office. Mike and John will forever be remembered by me as providing leadership in marketing and acting as my mentors. Based on my personal experience, I decided to take a look at how law firm leaders support marketing — and in so doing select those leaders in the space who stand out for their commitment to, and understanding of, marketing. I invited Wisnik Career Enterprises to once again work with me in putting together a profile of individuals who exemplify the characteristics that are key to achieving recognition as leaders in marketing. After carefully looking at several firms, here are the results and selections for "the best of" law firm leaders in marketing.

OUTSTANDING RECOGNITION: 'BEST OF THE BEST'

Randall G. Vickery serves as the Chairman of the Executive Committee of Freeborn & Peters LLP (www.freebornpeters.com), a Chicago law firm of 120 attorneys that describes itself as "providing boardroom-level counsel to top executives on a wide range of business and legal

matters while maintaining a high level of responsiveness and individual attention." When Randy, 42, became Chairman of Freeborn some 2 years ago, he was given the distinction of being among the youngest Chairman of a U.S. law firm. In speaking with him for this interview, it becomes instantly evident that Randy's vision and plan for Freeborn is a model of entrepreneurship coupled with business acumen and administrative excellence. One of Randy's many platforms as firm Chair is to carry on the tradition of the six founding fathers of Freeborn who were in Randy's words "more businessmen than lawyers" — men who understood the business of law, ran the firm like a business and had the mindset and skills to become trusted advisors to their clients. This spirit is alive and well today at Freeborn. It is driven home in Freeborn's Statement of Firm Values (see, www.freebornpeters.com/careers/FirmValues.pdf), which, among other things, places the firm's interests over self-interests. Through Randy's leadership, the firm has continued to grow and thrive. From partners to associates, attorneys are encouraged and "incentivized" to bring in business for which they receive business development credit. The firm's compensation system is one that supports a business model that rewards marketing efforts. Marketing at Freeborn is organized with a coordinated practice area approach. It is headed by its Director, Sandra Napoli D'Arco, who reports to the firm's Executive Director, Lou S. Bury. Freeborn's Executive Committee oversees all of the marketing efforts of the firm. In doing so, the firm's strategic plan is aligned with the marketing plan, and emphasizes a forward thinking and institutional approach to business development which has led the firm to the enviable position of achieving what most firms its size can only hope for — that of representing a worldwide roster of Fortune 500 clients at the

highest levels in areas like complex litigation and government relations, among others. Because of Randy Vickery's leadership, *Marketing The Law Firm* recognizes **Randy Vickery** as having outstanding leadership in marketing and how it impacts every aspect of the growth, prosperity and profitability of a law firm. To put it simply, Randy is my choice to receive a star on the national law firm leadership "walk of fame."

LEADERSHIP IN MARKETING AT ITS 'BEST'

I recently attended a Law Marketing Association New York Chapter meeting (my first in many years) that presented a program on "The Importance of Marketing." The panelists were law firm leaders who supported marketing efforts and espoused the theory that marketing plays an integral role in a firm achieving its strategic goals. From this panel, I have selected two leaders who stood out as not only "talking the talk" but "walking the walk." Andrew Baum is the Managing Principal of Darby & Darby P.C. (www.darbylaw.com). As its Web site indicates "Darby & Darby does one thing and does it very well — intellectual property." Founded in 1895, Darby & Darby is a full-service intellectual property law firm. In Andy's comments he pointed

out the importance of marketing not only impacting business development and client retention but also its relevance to recruiting and to having a Web site that creates brand awareness and the right impression. One of the questions posed to the panel concerned best and worst marketing ideas. Andy supported the efforts on behalf of marketing by indicating that no idea had been "shot down." Marketing and management work in

close contact to achieve the initiatives that the firm pushes forward. My personal view is that this is the ideal structure for the purpose of marketing achieving a success ratio. Marketing at Darby & Darby is headed up by Leah Guggenheimer. In speaking with Leah, I learned that she has a fluid reporting relationship with firm management which resonates well in achieving marketing goals. One of the many marketing initiatives that has found a firm-wide audience is that of the firm's involvement with networks of law firms for the purpose of referrals, a staple of a boutique practice. One such network is the firm's association with the International Network of Boutique Law Firms.

(www.inblf.com/index/page/1.html). Based on **Andy Baum's** comments, *Marketing The Law Firm* considers Andy to have the leadership in marketing that entitles him to be considered part of our "Best" list. Perry S. Galler is the Managing Partner of Phillips Nizer LLP. In the interest of full disclosure, Perry is someone I have known for a long time and have always respected as a person who "gets it." As I thought about how to profile Perry and Phillips Nizer, something very interesting struck me while visiting their Web site (www.phillipsnizer.com) — that of the firm's connection to the fashion industry, an industry that relies heavily on branding and sales. Perry talked a bit about this connection and indicated that while the firm does not subscribe to having a "Fuller Brush" or "Avon Lady" sales culture, marketing plays a significant role in the firm's initiatives that impact its branding and achieving its market share. The firm engages in some rather unique placement of its brand. One example that Perry mentioned was a program done in May of this year in conjunction with the Manhattan Chamber of Commerce (MCC) and the Manhattan International Development Corporation (MIDC) entitled "Keeping Ahead of the Economic Crunch: Strategies and Success Stories." This program was targeted to members of the fashion and apparel industries. A partner of the firm co-moderated the program which consisted of a panel describing ways in which they have kept their businesses profitable, kept their designs on the cutting-edge and successful, all the while maintaining their purchasing client base and attracting new audiences through the turbulent economy. Perry spoke eloquently about the fact that marketing has not only worked to create new business opportunities but it has also led to the firm attracting lateral hires. The firm does not recruit from law schools. All of its recruiting is done at the lateral hiring level. Again while visiting the Web site, I took note of the fact that the firm intertwines its lateral recruiting initiatives within the context of the practice group descriptions. I found this to be quite unique and "lateral hiring friendly." Clearly Perry Galler is someone who feels comfortable with the subject of marketing and its relevance to Phillips Nizer's continued growth and profitability. In speaking with Vikki Grodner, the firm's Director of Marketing, I told her that I intended to include Perry's closing remark which seemed to thoughtfully sum up leadership in

marketing: “Marketing ... priceless ... don’t leave home without it.” For **Perry Galler’s** support and dedication to marketing, he is included as one of the “best.”

REAL ‘BUY-IN’ FOR MARKETING PROFESSIONALS

Although Ralph Baxter, Chair and CEO of Orrick, Herrington & Sutcliffe since 1990 was on the panel, he was interviewed by Wisnik Career Enterprises specifically for this article. As an Associate, he was the founder of the Employment Practice and was active in marketing from the start. He believes that his hands-on experience helped him to understand how important it is to build a practice. He operates with the philosophy that marketing is essential for a firm to flourish. As he puts it, “not instead of being first rate lawyers but in addition to.” In the time that Ralph has served as Managing Partner, the firm has recruited a group of highly trained marketing professionals headed by the Chief Marketing Officer, John A. Hodder. As Orrick does not have a Marketing Committee, all responsibilities for marketing are assumed and carried out by these marketing professionals. In describing the relationship he has with the senior marketing staff, he says it “is direct and positive. We have regular sit down meetings because it is critical that our CMO understands what the firm’s goals are.” Baxter prides Orrick in following a set of core values (www.orrick.com/about/core_values.asp). One of these values which he believes is partially responsible for successful marketing efforts reads: “Cooperation and Individual Respect: We work together as a team, interact in a friendly and mutually supportive manner, and treat each other with respect, trust and dignity.” Baxter says: “We have set core values that each person is required to subscribe to. We want people to be themselves in every conceivable way and to embrace diversity, but they must adhere to the firm’s core values. We evangelize how important it is to have a more competitive understanding. If you randomly select 10 people at Orrick, they will consistently answer with our firm’s story because we spend time articulating the message internally by using quarterly town hall meetings.” Ralph believes that there are three main marketing efforts that have changed the face of Orrick. First, hiring professional marketers to do marketing which allows the lawyers to do what they were trained to do and

focus on their legal work. Second, he is very proud of their branding campaign, which was implemented in order to differentiate themselves. Last, they use the core value of teamwork to market effectively as integrated members on broader levels including office teams and client teams. He says much of their marketing success is due to the fact that “our marketing team has become part of the institution.” It is evident in talking with Ralph that he has truly “bought in” to the idea of allowing marketing professionals to function at the highest levels. In addition, the clearly articulated firm values are in line with their marketing initiatives. For **Ralph Baxter’s** commitment to marketing and its positioning within Orrick, we believe that he truly exemplifies our criteria as a “best” leader in law firm marketing.

MAKING CHANGES WITH THE CMO AT THE HELM

Bill Charyk is pleased to have been called in to active duty twice in the past four years to serve as the Managing Partner of Arent Fox PLLC in Washington, DC (www.arentfox.com). Bill starts our conversation by saying “traditionally, the Marketing Department was viewed as a reactive resource rather than a proactive necessity.” This is not so today. Along with the rollout of Arent’s new branding campaign with the signature Red Fox logo, Bill says: “We recently upped the ante on all of our marketing resources and have added a CMO who reports directly to the Managing Partner and Executive Committee.” The CMO, Denise DeLorey, sits on the Operating Committee that is also populated by the chairs of the three core practice groups. This committee is charged with the strategic planning of the firm. According to Charyk, the mission of the CMO includes but is certainly not limited to “identifying new business opportunities and strategies as well as to attend Board meetings and make presentations to the Executive Committee.” Along with this change, Bill notes, “we changed our compensation structure to encourage marketing in a cooperative and creative manner.” He continues, “we developed marketing teams that will go in and effectively expand the client base without fighting over who gets credit and act as good corporate citizens.” It is Bill’s feeling that “the compensation structure we have in place reinforces the behaviors we want from people. We encourage our lawyers to take advantage of the marketing resources we

have provided to them and then expect that they will match their skill set as an attorney to identify the best target opportunities.” “Marketing is the clearinghouse for all of our efforts,” he says. “The marketing budget has been increased in order to support our new efforts.” He notes that they are implementing new processes such as a systematic approach to client pitches in order to be more effective. One of the most compelling statements from Bill is how strongly he feels that “you have to credentialize your marketing professionals — respect them publicly to build their clout.” **Bill Charyk** clearly defines a leader who understands the challenges facing marketing executives and is among our “best” leaders in law firm marketing

PLANNING FOR SUCCESS

Buddy DuBose is the co-managing Partner of the 165+ lawyer firm of Kennedy Covington Lobdell & Hickman LLP (www.kennedycovington.com), based in Charlotte, NC. Over the past 4 years, the firm’s focus on marketing has been gathering intensity. Their current Director of Business Development, Liz Kalooky, reports directly to Buddy and Gene Pridgen, the other co-managing Partner. Buddy, Gene and Liz meet bi-weekly. These sessions are used to move forward the firm’s Marketing Plan. Some of the initiatives that have been successfully completed include a market

study of the industries that Kennedy Covington wants to target for new business. Arming their attorneys with competitive intelligence provides them with the evidence they need to bring in new business. Currently, the firm is in the midst of executing its first Client Care Initiative during which 60 clients will be interviewed to learn more about their experience with the firm. When asked what is the ideal role of the Business Development professional, Buddy says, “this professional needs to help us to determine where we should place our bets. In other words, for us

to continue to grow our business, what actions will get us the best results?” Buddy also adds that when you have the right professional leading your marketing, you really begin to have a firm-wide coordinated effort that permeates the firm culture. As for how a business development director can gain their lawyer’s confidence, Buddy says, “they have to walk the fine line of being supportive and yet at the same time projecting where the greatest return on investments will be.” **Buddy DuBose** a leader in law firm marketing and someone worthy of our “best” list.

HONORABLE MENTION

McKenna Long & Aldridge LLP (www.mckennalong.com/index.html) is based in Washington, DC, and Atlanta. Jeff Haidet is the Vice Chairman and has presided over the firm for over 4 years. He is responsible for managing and developing client services. He meets weekly with his National Marketing Director, James Pavle, to discuss the tactical aspects of implementing the Firm’s business development initiatives. The marketing department supports McKenna Long & Aldridge’s current focus on Business Development by identifying client targets, prepping attorneys for ‘sales calls’ and working with the attorney to develop a strategy for landing the client. The goal for the Marketing Director is to make sure that the marketing initiatives identified move forward regardless of how busy the lawyers are servicing current clients. Jeff says “its all about effective execution.” **Jeff Haidet** receives honorable mention on our best list.

DOWN THE ROAD

The good news is that leadership in marketing is reaching new heights. The leaders we profiled here are those who understand the value of marketing and are committed to continue to build on its strengths.

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